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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Director of Training MB

DDTR

1960

DATE: 19 May 1960

FROM : Chief, JOTP/TR

SUBJECT: Interviews With Inspector General Team

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1. On Tuesday, 17 May, and the following day I talked with Messrs. [REDACTED] from the Office of the Inspector General for approximately one and one-half and two and three-quarters hours respectively. At the beginning of our conversations they stated that they wished to discuss principally three areas: Those of recruitment, management and placement.

2. Recruitment. During the early part of the recruitment discussion emphasis was placed on what seemed to me to be literal interpretations of the JOTP mission and bureaucratic or numerical approaches to the solution of the problems. They understood little of the true significance of the problems we face.

## EXAMPLES:

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a. [REDACTED] continually returned to the question of the "profile" which we provide the recruiters on the qualifications of JOT's. In response I tried to explain that in the recruiting phase we would be anticipating specific requirements two years in advance and indeed with the OCS candidates as much as four years in advance. To recruit in terms of specific slots was therefore impracticable because of the numerous changes that take place during those intervals. It was therefore necessary to recruit JOT's with a certain degree of flexibility for specific assignment. While we did recruit certain individuals with what appeared to be specific assets for assignment to a given area (a Chinese specialist for assignment to FE) we found that at least 50 per cent of the JOT's had good potential for assignment to more than one division. We could, therefore, place the specialists in areas for which they had particular aptitude and fill all other requirements with those who had more general qualifications. Inasmuch as the variety of jobs in CIA is probably more than any other Government agency or industrial organization it would be a futile exercise to attempt to lay down a prototype or "profile" of JOT's for the guidance of the recruiters.

b. With the recruitment going on on an almost year-round basis, with the prolonged period of clearance and the unwillingness of certain desirable recruits to give up certain opportunities for

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employment in favor of taking a chance that they would be cleared with us, and with the large number of "declines" that we have experienced each year, it is impossible to recruit accurately against the stated needs of any one division. We could never be sure that we had satisfied such needs and might, if we thought the needs were filled, lose out on desirable candidates by rejecting them, only to have the vacancies open up at a later date. It is much better to continue recruiting first-class people and then through the established procedures that have proved successful effect appropriate placements after the class had been brought together.

25X1A9a c. We were not in competition with ORR, for example, for candidates as much as we were in competition with ORR for the services of the recruiters during the fall term. This evolved from [REDACTED] series of questions about why we did not recruit more economists. The other answer is that the Office of Personnel channels the good economists to ORR without referring them to us. Apparently ORR's turnover is relatively great; they need people to fill vacancies and are not too interested in waiting until their young professionals have been given overall training. After discussing the program which ORR has recently adopted and about which I had no information, Mr. 25X1A9a [REDACTED] commented that apparently ORR was running its own JOTP. He also indicated that OSI had no program for the development of its junior professionals.

d. Other comments on recruitment.

(1) If we can't indicate honestly a reasonable promotion program during the early stages of a man's career we will lose some first-rate people.

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(2) With only [REDACTED] recruiters, and the consultants doing a poor job except in a few cases, it is my opinion that we will not fill the requirements of [REDACTED] DDS this year. 25X9A2

(3) We lose many good candidates because recruitment does not start early enough.

(4) Recruiters do not have time, or indeed the knowledge, to outline the program professionally. The real pitch comes from [REDACTED]

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JOTP. A number of candidates have come from long distances purely to explore the possibility of employment.

(5) ORR and OSI will give far higher grades than JOTP for economists and scientists. We therefore do not get many referrals of these specialists.

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(6) We have been directed from the top down to maintain the present standards of the JOTP. By reducing them we could easily fill numerically but not qualitatively the requirements of the various components [REDACTED]

(7) An important recruitment pitch is the idea of appropriate placement after training; also the enthusiasm and conviction expressed by JOTP interviewers which is based on firm belief in the program.

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(8) There is no need to have the DDP represented in JOTP during the selection process as suggested by some members of DDP. We already have [REDACTED], and furthermore the one year of on-the-desk training gives experienced DDP officials opportunity to judge the qualifications of the individual for permanent employment.

(9) There should be some mechanism other than JOTP for recruiting some relatively low-level individuals to fill the routine type so-called professional jobs. JOT's as a rule will lose motivation for career service if placed in these jobs for a full tour.

(10) It is essential to be as honest as possible in discussing the program and Agency employment with all recruits, but particularly so with first-rate individuals.

(11) I provided each of them with the statistical comparison between the Classes of 1958 and 1959 issued by A&E.

(12) In some cases there were long delays between recruiter interviews and receipt of the file in JOTP. As an example I read to them the data on the [REDACTED] case. (He was first seen in December--we cut action in March. Because clearance had not come through he has just accepted a \$3500 fellowship at the University of Indiana. We hope to get him next year.) 25X1A9a

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(13) I see no reason why we should not publicize the JOTP as such (not general Agency employment) using an appropriate brochure.

(14) During our briefings of candidates we emphasize the less attractive elements of Agency employment within the bounds of security as well as the fact that this is a service organization with all that goes with it.

(15) The DCI has approved paying the transportation of HHE at EOD for highly qualified employees who possess special qualifications for employment in ORR or OSI. We have proposed to Mr. Stewart that a similar case could be made for JOT's on the grounds that they are also highly qualified and this would improve our recruitment efforts. Our proposal was that this ruling be applied to men who had completed their military, had Master's Degrees, were married and who of course qualified for the JOTP. I reported that Mr. Stewart did not think well enough of this proposal which was offered by [REDACTED] to do anything about it.

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### 3. Management.

a. It took some insistence to persuade [REDACTED] that the individual JOT did not select the direction of his career or his initial assignment. There is a delicate balance between discovering the true interests and aptitudes which should be used to maximum effect through appropriate placement and his selfish interests. We always point out that Agency needs come first and that JOTP officials determine his assignment. [REDACTED] used the expression "escape valve" in this connection, implying that the JOT could always object to an assignment. I pointed out that this was not a part of the mechanism of the Program although we recognized that the individual, if not effectively handled could always resign. I enumerated a number of instances where JOT's had resigned after leaving the Program because of what I considered to be poor personnel management. This, however, did not happen while under our jurisdiction. I outlined the cases of [REDACTED] finally understood our position on this point.

b. We consider one of our prime objectives is to motivate the JOT for career service. This idea is transmitted to the on-the-desk supervisor. When we place an individual in a division for on-the-desk training we exchange (1) the substantive training

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provided by an expert in the field for the work the man produces and (2) the one year's opportunity to evaluate the individual as a potential member of that division through constant contact with him for the good personnel management which can result in inspiring the individual to make a career in the Agency. I quoted Mr. Stewart that "if we don't promote good people we will lose them."

c. The problem of overseas experience early in the career of the JOT was discussed at some length. Items:

(1) In general they should have thorough knowledge of headquarters procedures before going overseas.

(2) Exceptions to the above were those going under deep cover and specially qualified individuals who were filling crash requirements. In a few cases of JOT's who were waivering between Agency employment and taking a civilian job problems were resolved in our favor by giving them overseas experience promptly.

(3) Eager-beaver JOT's would be willing to wait for overseas assignments if the supervisors took the trouble to explain to them why headquarters experience was important in their cases and also would provide at least part-time language training in preparation for an overseas assignment.

(4) I agreed that it was mathematically true that if the length of overseas assignments were doubled for Agency personnel in general the opportunities for getting JOT's overseas would be halved.

(5) It was not possible to use very young JOT's in overseas assignments that required [REDACTED] (We are fully aware 25X1C4a of this difficulty and have talked with [REDACTED] about it.) 25X1A9a

(6) On being questioned, there were a number of complications involved in the idea of keeping a JOT on our rolls for five years as suggested in the IG's report on career service, although I would welcome it if these problems could be ironed out. It seemed to me unnecessary to hold DDI types for as long as three to five years in order to do a good job with them. Such a program would separate the men from the boys.

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(7) We went into considerable detail on the resignation of JOT's and discussed the various groups such as the OCS types. Most of the conversation was directed to what happened to them after they left the JOTP. A number of specific cases were discussed. In this area most of the talking was done by [REDACTED]. I gathered the impression that both men agreed that much was left to be accomplished in the area of good personnel management and career planning. They also agreed with me that the quality of supervision had more to do with a man's remaining in the Agency than any other one factor. I probably made a mistake in stating (specifically off the record) that "there was nothing so impersonal as Personnel."

(8) While I felt that the success of the Program to date was primarily due to the high quality of the performance of the JOT's, I was also convinced that the policy of appropriate placement had much to do with the Program's prosperity.

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(9) Evidently a number of WE people had been critical of some JOT's. I gathered that they were [REDACTED] and also [REDACTED] (who was found unqualified for employment by the Psychiatric Division).

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(10) I pointed out the necessity for JOTP to retain control of JOT's during on-the-desk training. They were aware that Mr. Bissell had approved this concept.

(11) This year was our first experience in working with the "C" Panel in filling the needs of the various divisions of the DDP. We had I thought been able to work this out satisfactorily but we will improve in the next go-round.

(12) We kept in close contact with the JOT's and with the supervisors during their on-the-desk training and periodically received written reports from both. Most of this contact was on a head-to-head basis at which time the objectives of the Program were clearly explained to the supervisors. Here is a continuing problem because of rotation of supervisors from field to headquarters and vice versa. In this connection I felt it was better to treat JOT's individually with the supervisors than to have a mass meeting with them on the subject of the JOT's.

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4. The Integrated Program. In response to their questions of my opinion of it

a. The content is up to the experts of the Office of Training.

b. The various schools are modifying the courses as experience dictates.

c. I hope we will become more and more professional in developing and training the JOT's.

d. The size of the summer class is limited by lack of real estate.

e. Lack of funds and equipment have reduced the length of the training period and prolonged the waiting period of new EOD's who would enter the second class. Reduction in the length of the training has compressed the training course and has certain advantages which we expect to be pronounced. We shall make constructive use of the waiting period by giving interim assignments which will provide valuable background for the later training, by giving language training, or by sending the individual to some of the specialized courses.

f. It has appeal in the recruitment process.

g. Reports from the members of the various schools are helpful in the process of appropriate placement.

5. Other Items. We talked in general about

a. The value of giving DDI people experience in the DDP.

b. Black recruitment.

c. The question of the validity of statistics unless appropriately interpreted in terms of specific conditions.

d. Follow-up by JOTP after transfer.

e. The desirability of periodic review of JOT careers every five years (I think this is the business of the Office of Personnel.)

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f. We ended up on the note of the critical place of the supervisor in the development and retention of good people.

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